

## AGENDA

### COMMITTEE ON HUMAN RESOURCES/INSURANCE

February 18, 2004  
Aldermen Shea, Sysyn, DeVries  
Garrity, Forest

7:30 PM  
Aldermanic Chambers  
City Hall (3<sup>rd</sup> Floor)

1. Chairman Shea calls the meeting to order.
2. The Clerk calls the roll.
3. Chairman Shea advises that the first purpose of the meeting is organizational in nature, and requests the Clerk to provide a brief overview regarding typical issues addressed by the Committee.
4. Communication from Alderman Lopez requesting that the Mayor be given the responsibility of evaluating all appointed officers of the City to avoid a potential conflict of interest on the part of the department head in the Assessor's Office.  
**Ladies and Gentlemen, what is your pleasure?**
5. Highway and Water Works request to update two class specifications – Laboratory Technician I and WWTP Operator.  
*(Note: Class specification changes only – no change in labor grade; communication from HR Director in support enclosed.)*  
**Ladies and Gentlemen, what is your pleasure?**
6. Communication from Commissioner Martineau requesting a reclassification of an Administrative Services Manager I, salary grade 16 to Administrative Services Manager II, salary grade 18.  
*(Communication from HR Director attached recommending denial of this request.)*  
**Ladies and Gentlemen, what is your pleasure?**

7. Health Department request to reclassify two Public Health Translator positions, salary grade 12, to Public Health Specialists, salary grade 16.  
*(HR Director communication in support enclosed)*  
**Ladies and Gentlemen, what is your pleasure?**
8. Communication from Virginia Lamberton, Human Resources Director, submitting proposed language to Section 33.081 Sick Leave to allow school department employees hired by city departments to transfer accrued sick leave benefits.  
**Ladies and Gentlemen, what is your pleasure?**

#### **TABLED ITEMS**

**A motion is in order to remove any of the following items from the table for discussion.**

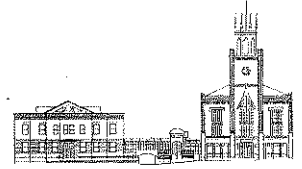
9. Communication from Michael D. Roche requesting to appear before the committee to explain in detail why the City is not an Equal Employment Opportunity Employer.  
*(Note: This item was tabled on 12/2/03 pending further review by the HR Director. Please see communication attached dated 12/26/2003.)*
10. Report of Committee on Community Improvement referring proposal from the Public Works Department regarding a new Facilities Division.  
*(Note: This item was tabled on 12/2/03 pending further review by the HR Director.)*
11. If there is no further business, a motion is in order to adjourn.

## **HUMAN RESOURCES AND INSURANCE**

This Committee shall have jurisdiction over policy regarding the City's personnel system, the classification of personnel positions, the creation of new positions, and all policy pertaining to City risk management, self-insurance, insurance coverages and such other matters as may be referred by the Board of Mayor and Aldermen. The Committee shall review all such referrals and where required, after due and careful consideration, shall report back to the Board of Mayor and Aldermen.



## CITY OF MANCHESTER Board of Aldermen



January 30, 2004

William Shea, Chairman  
Committee on Human Resources/Insurance  
One City Hall Plaza  
Manchester, NH 03101

Re: Evaluation of City Officers

Dear Mr. Chairman and Committee Members:

Under Section 3.07 of the City Charter we appoint Appointed Officers as is the case with the City Clerk (Section 3.07 (a)) and the Finance Officer (Section 3.07 (c)). However, with respect to the Board of Assessors (of which there are three full-time) they fall under Section 3.07 (b).

In reviewing this section, I strongly believe that there is a conflict of interest as it relates to appointed officers of the City. You will note that one of the Assessors is also the department head who in turn is given the responsibility of performing the annual evaluations of the remaining two Assessors both of whom share equally in the performance of their duties.

It is, therefore, my recommendation that the Mayor be given the responsibility of evaluating all appointed officers of the City so that there is no potential conflict of interest on the part of the department head in the Assessors office.

Your consideration is greatly appreciated.

Sincerely,

  
Mike Lopez  
Alderman At Large

pc: Mayor Baines



# CITY OF MANCHESTER

## *Human Resources Department*

One City Hall Plaza  
Manchester, New Hampshire 03101-1932  
Tel: (603) 624-6543 (V/TTY) • Fax: (603) 628-6065



February 11, 2004

Alderman Bill Shea, Chairperson  
Human Resource and Insurance Committee  
City of Manchester  
City Hall  
Manchester, New Hampshire 03101

### Re: Update Class Specifications

Dear Alderman Shea and Members of the Committee:

On behalf of Tom Bowen, Director, Waterworks and Frank Thomas, Director, Highway Department, I am requesting your approval to update two class specification. Specifically, the Laboratory Technician I and the WWTP Operator specifications.

Currently the Laboratory Technician I class specification requires that an individual possess a WWTP or WTP Operator's Certification prior to employment. In order to provide more individuals with the opportunity to be employed, we are proposing that individuals that do not possess this certification be offered the opportunity to be employed and obtain the certification within twelve months of employment. In addition to that, we are requesting that the current requirement of possessing a bachelors degree with some experience allow for substituting an associates degree with extensive experience.

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February 11, 2004

The changes that are proposed for the WWTP Operator class specification are for clarity and to correct the required special qualifications.

I am attaching copies of the proposed class specifications for your review and information. The proposed changes are in bold print. The deleted language is italicized.

Your favorable approval to update these class specifications would be gratefully appreciated.

Respectfully submitted,



Virginia A. Lamberton  
Human Resources Director

Attachments

Cc: Tom Bowen, Director  
Frank Thomas, Director

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# Proposed



## City of Manchester, New Hampshire

### Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

Class Title	Laboratory Technician I
Class Code Number	4100-17

#### General Statement of Duties

Performs laboratory testing on water and/or wastewater samples; performs directly related work as required.

#### Distinguishing Features of the Class

The principal function of an employee in this class is to **perform lab testing on water and wastewater** *monitor industrial and other discharges* and/or treated water according to assigned function. The work is performed under the supervision and direction of an assigned supervisor but considerable leeway is granted for the exercise of independent judgement and initiative. The nature of the work performed requires that an employee in this class establish and maintain effective working relationships with commercial and industrial representatives, government officials, other City employees and the public. The principal duties of this class are performed in a laboratory environment with some responsibilities in an outdoor work environment to collect samples and perform related tasks.

#### Examples of Essential Work (illustrative only)

- Collects daily samples from industrial discharges, rivers, lakes and streams and **water and waste water treatment plant processes, as well as from homes and businesses throughout Manchester and surrounding franchise area;**

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- Performs routine chemical, physical, bacteriological and biological tests on **water and** waste water samples;
- Performs testing for coliform, e-coli, BOD, TSS, ph, turbidity, QA/QC, residual chlorine, color and **numerous additional physical and chemical water characteristics in compliance with National Environmental Accreditation Standards where required for drinking water certification as well as additional related testing** according to prescribed guidelines;
- Maintains quality assurance, quality control and integrity of samples. **Performs routine testing as well as periodic proficiency testing prescribed by NELAC Certification authorities to maintain drinking water certification standards both individually and for laboratory accreditation;**
- Explains correct sampling procedures and any needed modifications to commercial/industrial representatives as **well as homeowners and customers where required;**
- Investigates facilities and outside sources to locate potential pollutants as needed;
- Prepares reagents and samples for laboratory analyses;
- Adheres to strict safety guidelines in handling samples and entering confined spaces;
- Interprets, records and prepares daily reports of test results, and maintains chain of custody, field log books and monthly sampling schedules;
- Operates, calibrates and performs routine maintenance on simple and specialized laboratory and field sampling equipment **including plant process metering involving routine calibrations, maintenance and repair of "on line" analyzers for chlorine residual, turbidity, fluoride, pH, particle counters, ozone residual, Total Organic Carbon, specific conductivity, ORP, and other process parameters;**
- Testifies in court as needed regarding **water and** waste water **inquiries and** violations;
- Maintains inventory of all equipment and supplies and submits budget figures for assigned area;
- **Works with Laboratory Information Management system (LIMS) and data processing systems involved with laboratory and plant operations including entering data, performing QA/QC functions and recording, data reporting and statistical summaries;**
- **Attends laboratory certification reviews and inspections;**
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions;
- Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems;
- Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens' questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.



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**Required Knowledge, Skills and Abilities  
(at time of appointment)**

- Substantial knowledge of sampling techniques appropriate to work responsibilities;
- Substantial knowledge of chemistry and biology as it applies to proper collection and analysis of waste water samples;
- Substantial knowledge of proper laboratory techniques;
- **Knowledge and experience in water and waste water analyses and techniques, standards and certification requirements;**
- Ability to read City sewer maps and blueprints;
- Ability to read and interpret sewer maps as they relate to sample collection and pollutant discharge investigations;
- Ability to communicate effectively with others, both orally and in writing, using both technical and non-technical language;
- Ability to understand and follow oral and/or written policies, procedures and instructions;
- Ability to prepare and present accurate and reliable reports containing findings and recommendations;
- Ability to operate or quickly learn to operate a personal computer using standard or customized software applications **including LIMS software** appropriate to assigned tasks;
- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
- Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
- Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.
- **Ability to calibrate, maintain and operate various on line water quality analyzers mentioned above.**

**Acceptable Experience and Training**

- Graduation from an accredited college or university with a Bachelor's Degree in Chemistry, Biology or a closely related field; and
- Some experience in a laboratory or a related work area including some experience in environmental sampling; or
- **Graduation from an accredited college with an Associates Degree in chemistry, biology or a closely related field; and**
- **Extensive experience and training which provided the knowledge and abilities necessary to perform the duties of this position.**

**Required Special Qualifications**

- Valid New Hampshire Driver's License
- State **WWTP or WTP** Operator's Certification or ability to obtain certification within one year of employment..

**Essential Physical Abilities**

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to work with chemicals and to review a variety of written and mathematical material in electronic or hard copy form;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to operate laboratory, computer, and related equipment ;
- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to perform sampling duties in the field.

Approved by: \_\_\_\_\_ Date: \_\_\_\_\_

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# Proposed



## City of Manchester, New Hampshire

### Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

Class Title	WWTP Operator
Class Code Number	4000-15

#### General Statement of Duties

Monitors automated process control system and assess operating conditions for an assigned area; performs directly related work as required.

#### Distinguishing Features of the Class

The principle function of an employee in this class is to monitor computerized **distributed** control system for entire treatment facility and pumping stations. The work is performed under the supervision and direction of the WWTP Supervisor but considerable leeway is granted for the exercise of independent judgement and initiative. The nature of the work performed requires that an employee in this class establish and maintain effective working relationships with other City employees, outside contractors and the public. The principal duties of this class are performed in an **indoor** *outdoor* work environment with potential personal hazards and with some outdoor field work.

#### Examples of Essential Work (illustrative only)

- Observes variations in operating conditions and makes equipment and process related adjustments;
- Notifies supervisor of any actions taken or makes recommendations for changes;
- Monitors automated process control system operating levels;
- Inspects all equipment and processing areas;

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- Collects samples and conducts tests of sewage, sludge and water;
- Performs calculations and records data according to established procedures;
- Interprets results and makes or recommends adjustments;
- Maintains a log of plant operations;
- Operates pumps and other equipment to control flow, sludge **wasting digestion** and other processes;
- Develops safe and standard operation procedures for plant equipment activities;
- Performs routine cleaning and minor maintenance of equipment to include assembly, disassembly, and lubrication of equipment using standard mechanics hand tools;
- **Operates fluidized bed sludge incinerator;**
- Operates safety equipment, including a self contained breathing apparatus, dust masks and face shield, monitoring equipment and instrumentation and related equipment;
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions;
- Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems;
- Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens' questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.

<p style="text-align: center;"><b>Required Knowledge, Skills and Abilities</b> (at time of appointment)</p>
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- Substantial knowledge of the principles and practices of waste water and sludge treatment processes and process control;
- Substantial knowledge of procedures of sampling and sample testing;
- Substantial knowledge of automated process control systems and related software;
- Substantial knowledge of operation and maintenance of plant equipment;
- Substantial knowledge of safety procedures in working in confined space and around hazardous materials and hazardous areas;
- Some knowledge of Federal Clean Water Act guidelines and other Federal, State and local regulations which affect plant operations;
- Ability to communicate effectively with others, both orally and in writing, using both technical and non-technical language;
- Ability to understand and follow oral and/or written policies, procedures and instructions;
- Ability to prepare and present accurate and reliable reports containing findings and recommendations;
- Ability to operate a personal computer using standard or customized software applications appropriate to assigned tasks;

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- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
- Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
- Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.

#### Acceptable Experience and Training

- Graduation from High School or possession of a GED, preferably supplemented by additional training in wastewater operations; and
- Some experience in a related field; or
- Any equivalent combination of experience and training which provides the knowledge, skills and abilities necessary to perform the work.

#### Required Special Qualifications

- New Hampshire *Grade II* Waste Water Operator's **certification license**.

#### Essential Physical Abilities

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to perform assigned tasks;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to work in confined spaces and around hazardous materials;
- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to perform assigned tasks in an outdoor environment.

Approved by: \_\_\_\_\_ Date: \_\_\_\_\_

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# City of Manchester New Hampshire

*In the year Two Thousand and*      Four

## AN ORDINANCE

“Amending Section 33.026 ( Laboratory Technician I) of the Code of Ordinance of the City of Manchester.”

BE IT ORDAINED, By the Board of Mayor and Aldermen of the City of Manchester,  
as follows:

SECTION 33.026 CLASS SPECIFICATIONS be amended as follows:

Change class specification, Laboratory Technician I), Class Code 4100  
(see attached)

This Ordinance shall take effect upon its passage and all Ordinances or parts of Ordinances inconsistent therewith are hereby repealed.

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# City of Manchester New Hampshire

*In the year Two Thousand and*      Four

## AN ORDINANCE

"Amending Section 33.026 (WWTP Operator) of the Code of Ordinance of the City of Manchester."

BE IT ORDAINED, By the Board of Mayor and Aldermen of the City of Manchester,  
as follows:

SECTION 33.026 CLASS SPECIFICATIONS be amended as follows:

Change class specification, WWTP Operator, Class Code 4000  
(see attached)

This Ordinance shall take effect upon its passage and all Ordinances or parts of  
Ordinances inconsistent therewith are hereby repealed.

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**City Of Manchester  
Welfare Department**

1528 Elm Street  
Manchester, NH 03101-1350  
Tel. (603) 624-6484 FAX (603) 624-6423

JAN 26 2004

Paul R. R. Martineau  
Commissioner

January 22, 2004

Human Resources/Insurance Committee  
Attn: Alderman William P. Shea, Chairman  
One City Hall Plaza-West Wing  
Manchester, NH 03101

Dear Chairman Shea and Committee Members:

I am writing this letter to request that Gene Mackie's position of Welfare Department Administrative Services Manager I be elevated to Administrative Services Manager II.

Based upon the Administrative Services Manager II Class Specification, Gene has performed and continues to perform all the functions applicable to my department at the highest quality level. Beyond this, Gene more than adequately performs the functions of the Business Services Officer, a position at a higher grade level than the requested promotion.

Gene has a very well rounded financial, administrative and supervisory background. He is an elected member of the City's Quality Council. Gene is an example of an employee who applies the spirit and precepts of Total Quality Management promulgated by the Quality Council. He is very dependable and requires an absolute minimum of supervision, and is truly a self-starter. Gene has taken on projects that have saved my department and the taxpayers significant dollars, as well as projects that are well beyond those associated with his current position. He is not a clock-watcher. He volunteers for various activities that utilize his personal time, e.g., picking up food for our pantry from the Boy Scouts on Saturday in December each year, and coming into work on the Saturday before Christmas to receive toys donated by the Portsmouth Navy Yard.

Gene is a key member of my staff. If something needs to be done, he does it. I've never heard Gene say "no" when asked to do something or help out a fellow staff member.

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I am particularly impressed with his involvement in the Bob Powers' Memorial Pantry. Gene and I met to discuss how the City Departments and their employees might participate in providing non-perishable food and personal products to stock the pantry. Gene took the "bull by the horns" and ran with the project. He developed a donation campaign that has been extremely successful. Through Gene's efforts, we are able to provide our clients with provisions from the pantry and use the vouchers to provide those items we do not stock, e.g., meat, dairy products and fruit.

Gene has demonstrated his creative, financial and administrative skills by reducing medication costs, and developing strong relationships with A.A.R.P. and St. Anselm College' Intern and Learning Day of Service programs which has provided the department with additional staffing at no cost.

Accompanying this letter are two attachments. The first is a list of his dollar savings activities, as well as those activities which, in my estimation, are far above what would normally be expected of someone in Gene's position. The second attachment lists pertinent courses that Gene has taken while a City employee, and those he took and/or taught while working in the financial industry. Rather than going into more detail, I think the attachments speak for themselves.

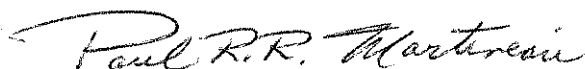
Beyond what is shown on the attachments, there are intangible attributes that Gene demonstrates which contribute to the morale and efficiency of our department.

I fully support his upgrading to Administrative Services Manager II. I am requesting that he be placed in step 6 within grade 18 at the rate of \$20.78 per hour, which is \$.34 per hour higher than what he is currently receiving at step 10 within Grade 16. Based on the current Yarger Decker salary schedule there is not an equivalent grade 18 hourly salary.

In conclusion, I firmly believe that Gene's position should be elevated to the Administrative Services Manager II level. By doing so, we are recognizing Gene's achievements and efforts, raising his position to that of an exempt employee, and accomplishing this with minimal impact on our salary line item.

I thank you in advance for your consideration of this request. Should you have any questions, please contact me.

Sincerely,



Paul R. R. Martineau, Welfare Commissioner

Cc: Alderman Betsi DeVries, Alderman Armand Forest, Alderman Michael Garrity,  
Alderman Mary Sysyn, Ms. Virginia Lamberton-Human Resources Director



ATTACHMENT #1  
GENE MACKIE'S ACCOMPLISHMENTS

DOLLAR SAVINGS ACTIVITIES THAT ARE BEYOND SCOPE OF HIS CURRENT POSITION

- Recommended and implemented the "pharmacy of choice" procedures whereby 90+ percent of medication vouchers are handled by one pharmacy (Best Drug) which in turn charges us at Medicaid rates, rather than over the counter rates the department formerly paid. Savings range between 12% and 25%.
- Converted major caseworker forms (Notices and vouchers) to PDF documents that are completed on-line rather than using a typewriter.
- Saved the department considerable money by converting virtually all the forms used by the department to Word or Excel – based documents that can be produced in-house, and can be utilized through the use of the caseworkers' pc's.
- Played key role in the establishment of the Bob Powers' Memorial Pantry to which significantly reduces the department's expenditures for non-perishable foods and personal items (such as diapers, wipes, soap, razors, and feminine products).
- Coordinate Annual Central High School National Honor Society food drives.
- Arranged with New Horizons For N.H. for bread and pastries to supplement the non-perishable food items maintained in the Bob Powers Memorial Pantry.
- Established the department's relationship with St. Anselm College Intern and Day of Service Learning programs.
- Established the department's relationship with A.A.R.P. which has resulted in having additional clerical personnel available to the department at no cost.
- Handled all accounting functions for Manchester Emergency Housing under previous Commissioner. (Included: Payables, Check Issuance, Income & Expense Analyses, bank account reconciliation, payroll processing, IRS tax reporting supporting documentation.)
- Negotiated lower room rates with Queen City Motor Inn.
- Arranged for donation of office furniture & fixtures from Cisco Systems.
- Recommended paying landlords twice a month so that additional landlords would accept our vouchers which helped reduce the need for hotels/motels.
- Recommended paying landlords twice a month so that additional landlords would accept our vouchers which helped reduce the need for hotels/motels.
- Established and maintain relationship with USMC Toys For Tots program.
- Established and maintain relationship with C.A.B. Services, a Dover, NH company which provides our department with 25 Thanksgiving and Christmas dinners each year.
- Precipitated action to recover 8% rooms and meals tax that should not have been paid by the City. Savings of \$30,000+.
- Redesigned all major forms in the department including the 8-page Application
- Converted all department forms with the department's address to reflect move to 1528 Elm Street. All forms can be produced in-house.

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ATTACHMENT #1 (continued)

ACTIVITIES BEYOND THE SCOPE OF HIS CURRENT POSITION

- Elected member of the Quality Council.
- Arranged for the City's Quality Council to be the sponsor of the Bob Powers' Memorial Pantry.
- Established petty cash controls that previously did not exist under former Commissioner.
- Assisted the Commissioner in developing responses to internal audit document.
- Wrote internal controls document for the prior Commissioner.
- Play a key role in the development, preparation and presentation of annual budgets.
- Developed, prepared and co-presented PowerPoint Budget Presentation.
- Liaison between Welfare and Information Systems.
- Resolve the bulk of the staff's computer-based questions and problems.
- Developed A/P filing system to facilitate invoice processing and vendor payment research.
- Fully familiar with the work done by Accounting Specialist II.
- Developed landlord alphabetic and property address Excel files to facilitate the processing of rent vouchers and to document/maintain property Certificates of Compliance.
- Prepared detailed H.T.E. processing procedures. H.T.E. procedures are not available from the Finance Department.
- Prepared H.T.E. departmental paperwork processing procedures.
- Documented problems with H.T.E. System and presented them to the Finance Dept.
- Arranged for free parking for our clients.
- Lead role in the design & implementation of department's web site
- Developed and maintain Casework statistical analyses.
- Develop and design forms, signs and handouts as required.

**ATTACHMENT #2**  
**CLASSES ATTENDED AND / OR TAUGHT BY GENE**

**CITY OFFERED:**

- ☐ Total Quality Management Training Seminars (Dr. Geri King) (A)
- ☐ David Lee Seminars (A)
- ☐ MicroSoft PowerPoint (A)
- ☐ Website Design & Implementation (A)
- ☐ Safety Seminar (Health Department) (A)
- ☐ The New Organization (Seminar given at Palace Theatre) (A)

**OTHER CLASSES – PREVIOUSLY ATTENDED (A) & / OR TAUGHT (T):**

- ☐ The Exceptional Supervisor (A&T)
- ☐ The Exceptional Manager (A&T)
- ☐ Managing & Resolving Departmental Conflict (A)
- ☐ Dealing Effectively With Senior Management (A)
- ☐ How To Evaluate Software Packages
- ☐ Preparing "GAP Analyses" (Defining the differences between what the current system does vs what the software package does.) (A)
- ☐ Relational Database Design and Implementation (A)
- ☐ Developing Effective Database Queries (A)
- ☐ MicroSoft Word – Advanced Class (A)
- ☐ MicroSoft Excel – Advanced Class (A)
- ☐ MicroSoft Word – Beginner's Class (T)
- ☐ MicroSoft Excel – Beginner's Class (T)
- ☐ MicroSoft Access – Basic Class (A)
- ☐ MicroSoft FrontPage – Basic Class (A)
- ☐ How to Manage Difficult People (A)
- ☐ How To Design Cost Effective Forms and Reports (A&T)
- ☐ Handling Stress In the Workplace (A&T)
- ☐ The "In's & Out's of Downsizing – Effects of Downsizing & Various Stages of Adjustment (A)
- ☐ Computer Systems Design – Basic (A)
- ☐ Computer Systems Design – Advanced (A)
- ☐ Computer-Based Project Management – Basic (A&T)
- ☐ Computer-Based Project Management – Advanced (A)
- ☐ Successful System Design and Implementation (A)
- ☐ The A B C's of Reviewing Your Employees – Basic (A&T)
- ☐ The A B C's of Reviewing Your Employees – Advanced (A)
- ☐ How to Build and Stimulate An Effective Work Team (A)
- ☐ Developing and Managing Employee Rewards Programs (A)
- ☐ The Importance of Verbal Communication In The Workplace (A&T)
- ☐ The Importance of Written Communication In The Workplace (A&T)
- ☐ Document Storage Alternatives – Basic (A)
- ☐ Document Storage Alternatives – Advanced (Scanning vs. Microfilming)
- ☐ Packing Your Own Parachute (A)
- ☐ Everybody Needs "Space" (A)

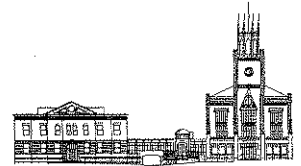
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# CITY OF MANCHESTER

## Human Resources Department

One City Hall Plaza  
Manchester, New Hampshire 03101-1932  
Tel: (603) 624-6543 (V/TTY) • Fax: (603) 628-6065



January 27, 2004

Alderman Bill Shea, Chairperson  
Human Resource and Insurance Committee  
City of Manchester  
City Hall  
Manchester, New Hampshire 03101

Dear Alderman Shea and Members of the Committee:

I recently received a copy of a letter which was sent to you and the members of the Human Resource and Insurance Committee. The letter was from Commissioner Martineau requesting that the Administrative Service Manager, salary grade 16 position in his department be reclassified to the level of Administrative Service Manager II, salary grade 18.

I would like to provide you with the following information regarding this request.

The class specification of Administrative Service Manager II was eliminated on August 5, 2003 by the Board of Mayor and Aldermen. The reason that the class specification was eliminated was due to the fact that there was only one position in the City with this designation. That position was in the Finance Department. When the title of Administrative Service Manager II was created, it was due to the fact that the position in Finance was different from all of the other Administrative Service Manager positions due to the additional duties of overseeing payroll and worker's compensation for the entire City. Several years ago, those duties were moved to the Human Resources Department and were incorporated in the Payroll Coordinator's duties and responsibilities. Due to the fact that the Administrative Service Manager II position was being vacated, it was agreed upon to reclassify it to the title Administrative Service Manager, salary grade 16, to ensure that all employees who were performing those duties were classified with the same class specification. All other Administrative Service Manager I positions were also reclassified to the generic title as well.

In March of 2002, the Administrative Service Manager I position at the Welfare Department went through a position review. Commissioner Martineau had made the request for the review on behalf of the current incumbent. The specific request was to reclassify the position from an Administrative Service Manager I to either an Administrative Service Manager to II or a Business Service Officer. The incumbent completed a position questionnaire, a desk audit was conducted, and interviews took place with the incumbent and his Commissioner. As a matter of information, the

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January 27, 2004

methodology that is used during a position review is as follows: A position questionnaire is completed by the incumbent and verified by the manager of the position. The duties that are assigned to the position are then verified and the level of the duties are analyzed in relationship to the class specification as well as the point factors that are assigned to the position. The duties are also compared to other positions that are classified with the same title as well as with the proposed titles. In addition to that we are looking to determine whether the level of the duties that have been assigned to the position have changed since the position was last classified. We are not evaluating how well or how poorly the incumbent is fulfilling his/her duties and responsibilities.

In this review, it was determined that the duties that are assigned to the Administrative Service Manager at the Welfare Department are consistent with the class specification and the point factors as well as all of the other positions that are classified as Administrative Service Managers throughout the City. As such, my letter stated that there would not be any recommendation for a change in title or salary grade. I am attaching a copy of that letter for your review and information.

In Commissioner Martineau's letter he outlines how well the incumbent performs his duties as the Administrative Service Manager and therefore he recommends that the position be increased in salary grade. An individual's performance in a position is not a factor in classifying positions. As such, I would strongly encourage you to deny Commissioner Martineau's request. If you approved his request, you would be essentially asking me to increase the salary grade for non-meritorious reasons which is inconsistent with why the classification system was established and how it is now managed. I would also speculate that all of the other Administrative Service Managers would expect to have their salary grades increased as well.

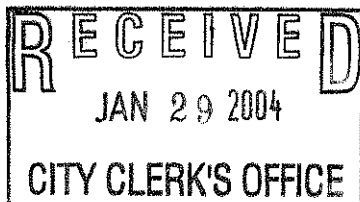
I would be happy to discuss this matter with you at your convenience.

Sincerely,



Virginia A. Lamberton  
Human Resources Director

Cc: HRIC  
Paul Martineau, Commissioner





# City of Manchester, New Hampshire

## Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

Class Title	Administrative Services Manager
Class Code Number	1130-16

### General Statement of Duties

Provides administrative support within the area of fiscal administration and related in a City Department; performs directly related work as required.

### Distinguishing Features of the Class

The principal function of an employee in this class is to ensure professional standards are used in the administration of all assigned Departmental functions. The work is performed under the supervision and direction of an assigned administrator and/or Department Head but extensive leeway is granted for the exercise of independent judgement and initiative. Supervision is exercised over the work of employees in accounting and related support function activities. The nature of the work performed requires that an employee in this class establish and maintain effective working relationships with other City employees, business organizations and the public. The principal duties of this class are performed in a general office environment.

### Examples of Essential Work (illustrative only)

- Administers fiscal management functions within the Department, including overseeing expenditures and revenues, payroll processes, budget development and administration and related;
- Oversees and participates in plans for the procurement of monies from outside funding sources, including community services, grant development and administration and related;

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- Coordinates the implementation of new computer systems and related technology in the Department;
- Prepares specialized analytical reports relating to a core function of a Departmental operation for use in policy development and evaluation of existing programs and initiatives;
- Participates in policy development with the Department Head and other Departmental managers as requested;
- Performs special projects as assigned;
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions;
- Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems;
- Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens' questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.

**Required Knowledge, Skills and Abilities**  
(at time of appointment)

- Thorough knowledge of Generally Accepted Accounting Principles;
- Thorough knowledge of financial office procedures and practices;
- Thorough knowledge of the functions of assigned Department or speciality area within City government;
- Thorough knowledge of accounts payable and payroll processes;
- Thorough knowledge of budget preparation within a municipality;
- Ability to interpret accounting reports and records and to analyze accounting data for control and reporting purposes;
- Ability to handle confidential and administrative information with tact and discretion;
- Ability to supervise, train and evaluate the work of others;
- Ability to communicate effectively with others, both orally and in writing, using both technical and non-technical language;
- Ability to understand and follow oral and/or written policies, procedures and instructions;
- Ability to prepare and present accurate and reliable reports containing findings and recommendations;
- Ability to operate or quickly learn to operate a personal computer using standard or customized software applications appropriate to assigned tasks;
- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;

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- Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
- Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.

#### **Acceptable Experience and Training**

- Graduation from an accredited college or university with a Bachelor's Degree in Public Administration, Business Administration or a closely related field; and
- Some experience in office management, financial administration and/or human resources operations and related; or
- Any equivalent combination of experience and training which provides the knowledge, skills and abilities necessary to perform the work.

#### **Required Special Qualifications**

- None.

#### **Essential Physical Abilities**

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to review a wide variety of material in both electronic and hard copy form;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to operate a personal computer and related equipment;
- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to have access to various areas of the City.

Approved by: \_\_\_\_\_ Date: \_\_\_\_\_

6



# City of Manchester

## Human Resources Department

One City Hall Plaza  
Manchester, New Hampshire 03101

Tel: (603) 624-6543  
Fax: (603) 628-6065

March 6, 2002

Mr. Paul Martineau, Commissioner  
Welfare Department  
50 Bridge Street  
Manchester, NH 03101

Dear Paul:

In February 2002, you requested that the position of your Administrative Services Manager I be reviewed for possible reclassification to the level of Administrative Services Manager II. I also noted that the current incumbent believes his position should be reclassified to Business Service Officer. My staff and I have now had the opportunity to review your request and make an analysis of the proposed reclassification.

I would like to share with you the methodology that I use when a request for reclassification is sent to me. Since each position is assigned to a labor grade pursuant to a point factor system, I look at the current level of duties and responsibilities and then compare them to the proposed or new duties that will be assigned to the position in relationship to the factors and corresponding points. What I am looking for is to see if the new or proposed duties are at a higher level, at a lower level or at the same level as the current duties. In addition to that, I am comparing the position to other positions across department lines as well as the departmental organizational structures.

In this particular request, I compared the Administrative Services Manager I position with both the Administrative Services Manager II and Business Service Office positions. Christine Martinsen and Jennifer Desrosiers also had the opportunity to discuss the duties with Gene Mackie and Sandy Searles.

The general statement of the duties assigned to the class specification for the Administrative Services Manager I position is "provides administrative support within the area of fiscal administration and related in a City Department." On the questionnaire which was completed by the current incumbent, it was stated that the basic purpose of the position is to "plan, coordinate and supervise the fiscal and administrative operations of the department to ensure efficiency and compliance with prescribed policies, rules, and regulations." The general statement of duties for an Administrative Services Manager II as stated on the class specification is "provides administrative support to the areas of human resources, risk management, fiscal administration and related in a City Department; performs directly related work as required." I also looked at the general statement of duties for the class specification Business Service Officer. That class specification states that this class "plans, coordinates, and supervises fiscal and/or human resources operations for an assigned City department; performs directly related work as required." Although the incumbent has utilized the

basic purpose language from the Business Service Officer class specification, the duties and responsibilities that he described elsewhere on the questionnaire were not consistent with his response to question one.

In comparing the duties outlined on the questionnaire with the duties on the class specification for Administrative Services Manager I, the duties were essentially the same as those that are described on the class specification. Similarly, when comparing the duties outlined on the questionnaire with the class specifications for Administrative Services Manager II and Business Service Officer, the duties and responsibilities are quite different.

It's apparent that when comparing all three of the class specifications with one another, the level of responsibility for each class specification is quite different. Neither the class spec for the Administrative Services Manager II or the Business Service Officer would be appropriate for the duties that have been assigned to the Administrative Services Manager I nor would they be consistent with the information submitted on the position questionnaire. Therefore, based upon the field audit as well as the information that is listed on the position questionnaire, it is my opinion that the position is properly classified as an Administrative Services Manager I.

Please note that the Administrative Services Manager I position may have slightly different duties from other Administrative Service Manager I positions since each individual department has unique attributes inherent to the position. However, when comparing the Administrative Services Manager I position in your department to others in the same title, the level of responsibilities is the same.

I also compared the point spreads that are assigned to all three of the class specifications. Based upon the description of the duties of during the audit, the points appear to be proper and appropriate for the level of duties and responsibilities that each position possesses.

Please keep in mind that a position is classified at a certain level based upon all of the above. A position is not changed due to the competence of the incumbent or the years that an incumbent has been in a position. Therefore, it is my opinion that the position is at the proper salary grade and classified properly as an Administrative Services Manager I.

If you have any questions or comments regarding this decision, please let me know.

Sincerely,



Virginia A. Lamberton  
Human Resources Director

cc: Gene Mackie, Welfare

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# CITY OF MANCHESTER

## Human Resources Department

One City Hall Plaza

Manchester, New Hampshire 03101-4000

Tel: (603) 624-6543 (V/TTY) • Fax: (603) 628-6065



June 30, 2003

Alderman Mike Lopez, Chairperson  
Human Resource and Insurance Committee  
City of Manchester  
Manchester, New Hampshire 03101

### Re: Request for Reclassification

Dear Alderman Lopez and Members of the Committee:

When the Yager Decker plan was implemented, two levels of Administrative Service Manager were created. The Finance Department apparently had the payroll and worker's compensation responsibilities included within their position. As such, Yager Decker apparently felt these additional responsibilities warranted an additional two salary grades and the title of Administrative Service Manager II. At some point, these responsibilities were moved to the Human Resources Department. The position retained the normal duties of an Administrative Service Manager I, but retained the II title and salary grade.

Due to the fact that the additional duties are no longer assigned to the Administrative Service Manager II position and the incumbent will be leaving the position, I am requesting that the two levels of Administrative Services Manager be combined to be simply Administrative Service Manager without any I or II in the title. The reclassification of the Finance Department position would change the title to the generic Administrative Service Manager title with the salary grade that has been assigned to all of the Administrative Service Manager I positions throughout the City. This would reallocate the Finance Department position from a salary grade eighteen (18) to a salary grade sixteen (16). At the entry level of the salary range, this would be a savings of \$4,721.22. At the maximum of the salary range, this would be a savings of \$6,730.68.

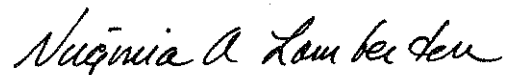
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June 30, 2003

I am attaching a copy of the proposed class specification for Administrative Services Manager for your approval.

Your favorable approval to reclassify the Finance Department position to an Administrative Service Manager would be greatly appreciated.

Respectfully submitted,

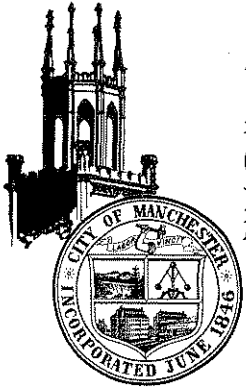


Virginia A. Lamberton  
Human Resources Director

Attachment

Cc: Kevin Clougherty, Finance Director





# CITY OF MANCHESTER

OFFICE OF THE MAYOR  
Robert A. Baines  
Mayor

RECEIVED  
MANCHESTER CITY CLERK

'04 JAN 26 P 4:04

One City Hall Plaza

Manchester, NH 03101-1932

Phone: 603.624.6500 (V/TTY)

Fax: 603.624.6576

January 25, 2004

Alderman Bill Shea, Chairperson  
Human Resource and Insurance Committee  
City of Manchester  
City Hall  
Manchester, New Hampshire 03101

Re: Reclassification of Two Positions

Dear Alderman Shea and Members of the Committee:

On behalf of Fred Rusczek, Director of the Health Department, I am requesting the reclassification of two positions at the Health Department.

Specifically, I am requesting the reclassification of two Public Health Translator positions, salary grade 12, to Public Health Specialist positions, salary grade 16.

As you will note from Mr. Rusczek's letter, (attached), the Health Department has received grant funding to provide disease intervention within the Manchester community. Currently the Health Department employs two part time individuals to provide translation services. These very competent and well educated individuals are being trained to assume the duties of Public Health Specialists and will also continue to translate for the Department. I am attaching proposed class specifications to reflect the combination of these duties.

Director Rusczek indicates in his letter that due to the grant, there will not be any additional funds needed from the General Fund to support this request.

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Alderman Shea

- 2 -

January 26, 2004

Your favorable approval of this request would be greatly appreciated. Mr. Rusczek and I are available to answer any questions that you might have.

Respectfully submitted,

A handwritten signature in cursive script, reading "Virginia A. Lamberton".

Virginia A. Lamberton  
Human Resources Director

Attachments

Cc: Director Rusczek

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## Manchester Health Department Memorandum

Memo to: Virginia Lamberton, Human Resources Director  
From: Fred Rusczek  
Date: January 12, 2004  
Subject: New grant funding; position reclassification to improve communicable disease response capabilities

Dear Ms. Lamberton:

The Manchester Health Department recently received grant funding to hire a disease intervention specialist. Rather than hire new staff, we seek to fill this position through the assignment of new duties to existing staff, with a commensurate reclassification for the higher responsibility level. By doing so, we can best complete our job duties while effectuating a modest cost savings for the City. Also, with the continuing shortage of nurses, we have to develop new service models to meet growing public health concerns.

The Department seeks to reclassify two public health translators (pay grade 13) to public health specialist I positions (pay grade 16). The public health specialist I classification description captures the essence of the duties of a disease investigator. Ironically, the initial Yarger Decker review recommended that the translator position that we had at the time be classified as a public health specialist. We did not believe that the work of the translators was in parity with the work of public health specialists at the time, so we recommended that the translator position not be collapsed into a public health specialist position. The need to keep these positions distinct continues today.

The two incumbents have received considerable on the job training and have become technically competent in the work that would be assigned to them under their new classification. In addition to continuing with translation work, expanded duties will include home visits for tuberculosis follow-up, case contact tracing for sexually transmitted diseases, interviewing individuals with communicable diseases, and becoming part of the Department's response team for communicable disease outbreaks. The public health specialist position is also FLSA exempt, so that routine, non-public health emergency work that occurs after hours can be accomplished without additional cost to the City. Currently, we are paying overtime for one of our two translators to complete weekend assignments.

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The combined net budget impact of these reclassification changes will result in modest savings due to the increase in outside funding. There will be no back-filling of positions vacated.

I would be happy to discuss this at any time.

Thank you.

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City of Manchester  
New Hampshire

*In the year Two Thousand and* Four

AN ORDINANCE

“Amending Section 33.026 (Public Health Specialist) of the Code of Ordinance of the City of Manchester.”

BE IT ORDAINED, By the Board of Mayor and Aldermen of the City of Manchester, as follows:

SECTION 33.026 CLASS SPECIFICATIONS be amended as follows:

Change class specification, Public Health Specialist, Class Code 2700  
(see attached)

This Ordinance shall take effect upon its passage and all Ordinances or parts of Ordinances inconsistent therewith are hereby repealed.

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# City of Manchester, New Hampshire

## Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

Class Title	Public Health Specialist I
Class Code Number	7000-16

### General Statement of Duties

Performs research and assessments on various public health disease and health risk behaviors; designs and implements community prevention strategies; performs directly related work as required.

### Distinguishing Features of the Class

The principal function of an employee in this class is to gather data about public health issues, develop, implement and evaluate programs regarding these issues and disseminate information to the public on all relating information. The work is performed under the supervision and direction of the Public Health Director but considerable leeway is granted for the exercise of independent judgement and initiative. The nature of the work performed requires that an employee in this class establish and maintain effective working relationships with other department employees, municipal officials, private and public social service and health care agencies and the public. The principal duties of this class are performed indoors and outdoors often in high risk areas.


### Examples of Essential Work (illustrative only)

- Conducts research and provides information regarding data, trends and programs for disease prevention;
- Develops, implements and evaluates strategies for disease prevention and health promotion projects;
- Evaluates health risks and behaviors relative to health issues;

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- Disseminates information regarding behavioral changes necessary to reduce health risks;
- Interviews clients, discusses treatment and completes appropriate client education; **May be required to translate.**
- Makes referrals to private and public social services and health service agencies;
- Performs community relations and education assignments;
- Compiles data from client interviews and maintains records for reporting purposes;
- Maintains data and clinical information for reports on outreach activities;
- Locates translators for communication with non-English speaking clientele;
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions;
- Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems;
- Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens' questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.

**Required Knowledge, Skills and Abilities**  
(at time of appointment)

- Substantial knowledge of public health and disease intervention measures;
  - Substantial knowledge of the relationships between life styles and health risks;
  - Substantial knowledge research, design and statistical applications;
  - Ability to communicate effectively with others, both orally and in writing, using both technical and non-technical language;
  - Ability to understand and follow oral and/or written policies, procedures and instructions;
  - Ability to prepare and present accurate and reliable reports containing findings and recommendations;
  - Ability to operate or quickly learn to operate a personal computer using standard or customized software applications appropriate to assigned tasks;
  - Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
  - Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
  - Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
  - Integrity, ingenuity and inventiveness in the performance of assigned tasks.
- 

**Acceptable Experience and Training**

- Graduation from an accredited college or university with a Bachelor's Degree in related health field; and
- Three years of experience in health education or a health field; or
- Any equivalent combination of experience and training which provides the knowledge, skills and abilities necessary to perform the work.

**Required Special Qualifications**

- **Must possess a NH Driver License or have access to transportation to fulfill duties and responsibilities.**

**Essential Physical Abilities**

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to review a wide variety of written material in both electronic and hardcopy form;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to function in operate a personal computer and related equipment;
- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to function in have access to various work sites throughout the City.

Approved by: \_\_\_\_\_ Date: \_\_\_\_\_

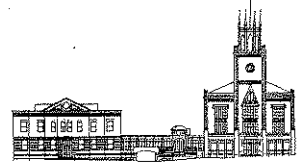
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# CITY OF MANCHESTER

## Human Resources Department

One City Hall Plaza  
Manchester, New Hampshire 03101-1932  
Tel: (603) 624-6543 (V/TTY) • Fax: (603) 628-6065



February 12, 2004

Alderman Bill Shea, Chairperson  
Human Resource and Insurance Committee  
City of Manchester  
City Hall  
Manchester, New Hampshire 03101

Re: Proposed Addition to Ordinance 33.081

Dear Alderman Shea and Members of the Committee:

Recently an individual who was employed by the Schools, applied for and was hired in a City Department. Although this person was told that she would not be able to "carry" the leave time that she had accrued at the Schools to her new position, she has requested that she be able to do this. I have looked into whether or not this has been allowed in the past under the same circumstances. From what I have learned, sometimes people have been allowed to carry their accrued time with them and other times, they have not.

In order to treat employees consistently, I would propose that we amend Ordinance 833.081 (J) to allow individuals who are hired by the City to have their accrued leave credited to their leave record upon successful completion of their initial probationary period. The addition of this language will provide for consistency in the future.

I would be happy to discuss this with the Committee at greater length.

Thank you for your consideration.

Sincerely,

Virginia A. Lamberton  
H. R. Director

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February 5, 2004

**Ordinance 33.081 Sick Leave**

**NEW - Proposed 33.081 (J)**

**When a full time individual from the School System is accepted for employment with the City, and the employment hire date is the first work day following the termination date from the school system, such new employee shall receive credit for his/her sick leave which he/she accrued while employed at the Schools at the conclusion of his/her probationary period.**

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10/21/03-  
Tabled ref. to  
HR Director to  
report back @  
next meeting.

October 30, 2003

Human Resources and Insurance Committee  
City Hall  
One City Hall Plaza  
Manchester, NH 03101

Dear HRIC Members,

Please be advised that I would like to appear before you to explain in detail why the City of Manchester is not an Equal Employment Opportunity Employer. I will be forwarding the information under a separate cover.

Sincerely,

*Michael D. Roche*

Michael D. Roche  
Engineering Technician II

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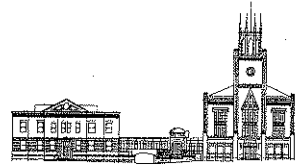




# CITY OF MANCHESTER

## Human Resources Department

One City Hall Plaza  
Manchester, New Hampshire 03101-1932  
Tel: (603) 624-6543 (V/TTY) • Fax: (603) 628-6065



December 26, 2003

Alderman Mike Lopez, Chairperson  
Human Resource and Insurance Committee  
City of Manchester  
City Hall  
Manchester, New Hampshire 03101

Re: Letter from Michael Roche

Dear Alderman Lopez and Members of the Committee:

At the last HRIC meeting on December 2, 2003, Mike Roche presented the Committee with a letter alleging that the management of Waterworks did not act properly when Mr. Roche applied for a vacant Utility Inspector II position within his department. If you will recall, the Committee requested that I investigate the allegation and report back to the Committee at your next meeting.

On Tuesday, December 16, 2003, I met with Waterworks Director, Tom Bowen and Guy Chabot, Water Distribution Administrator. On Tuesday, December 23, 2003, I met with Mike Roche. The purpose of my meetings was to walk through Mr. Roche's list of allegations and have the parties delineate for me precisely what did or did not occur. The following reflects my findings:

The class specification for a Utility Inspector II position requires that in order to be considered for the position, an applicant must possess a bachelor's degree in Civil Engineering and considerable experience in related construction projects. The minimum qualifications provide for an equivalency. Mr. Roche attended Keene State College for two years majoring in Industrial Education. In addition to that, Mr. Roche's file indicates that he has the following continuing education training and/or certificates:

- September to November 1976, Mr. Roche took Technical Math I  
At the New Hampshire Technical Institute

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- March to May of 1977, Mr. Roche took Surveying I at the New Hampshire Technical Institute
- March 17, 1978, Mr. Roche took Basic Home Plumbing
- January to April 1980, Mr. Roche attended University of Lowell Studying Engineering Aide II
- September, 1980, Mr. Roche attained a Distribution System Operator, Grade I, WSPCC license. That license has lapsed.
- August 1988 to December 1988, Mr. Roche took Cadd I at The New Hampshire Technical Institute

Mr. Roche states that he was never interviewed for the Utility Inspector II position. In fact that is true. Over the course of this past year, there were actually two Utility Inspector II positions posted/advertised. The first vacancy was posted in January, 2003 and again in April. Mr. Roche did not apply for that position either time it was announced. The second position was posted/advertised in May, 2003 with a closing date for applying of May 28, 2003.

Mr. Roche's application was received after the closing date. Although we are not required to do so, (if an individual applies after the closing date) , his application was forwarded to Waterworks for consideration and possible interview. I asked Mr. Roche why his application was late. He indicated that he had spoken to Guy Chabot on June 2, 2003 and Mr. Chabot told him go ahead and apply. Consequently, Mr. Roche did not feel the dead line was a problem.

Mr. Roche alleges in his letter that the Waterworks Department does not live up to the Yarger Decker established 10%+ promotion policy when several employees are involved. This allegation implies that employees who are promoted do not always get the 10% increase. In my discussion with Mr. Roche he acknowledged that in fact he had never heard of anyone not receiving the required 10% increase. Rather, he had heard through the grapevine that some people were deliberately not promoted because management didn't want them to get the 10% increase. Mr. Roche did not identify any individuals.

In Mr. Roche's third bullet he states that he applied for two vacant positions. I am only aware of his applying late for one of the positions. None the less, interviews for the first position were conducted on June 2 and 6, 2003. On June 17, 2003, a Morgan Yerxa was recommended for the position. The candidates

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that applied for that position were notified on July 2, 2003 that they were not selected for that position.

On August 7 and 8, 2003, interviews were conducted for the second vacancy. A Mr. Mark Bourque was recommended for the vacant position on August 28, 2003. Although Mr. Roche had received an email from Guy Chabot on July 2, 2003 stating that he would be interviewed for the second position, in fact he did not have an interview. I asked Mr. Chabot why this occurred. Mr. Chabot stated that although Human Resources had determined that Mr. Roche met the minimum qualification based upon the equivalency provision, he did not possess the proper education that they felt was necessary to do the job. Both of the individuals that were selected have Associates Degrees in Engineering and one of the candidates also possess' a Bachelors Degree in Construction Management. Thus, management determined that the other individuals were better qualified candidates due to their education and experience.

On August 29, 2003, Mr. Roche wrote a note to Guy Chabot inquiring as to why he had not received an interview. On September 3, 2003, a letter was sent to Mr. Roche stating that another individual had been selected.

It would seem to me that if the management of Waterworks did not feel that Mr. Roche was a good candidate for the position, they should have told him so right in the beginning of July. That would have brought closure to the whole situation right then and there. I too would be frustrated if I had been Mr. Roche.

In Mr. Roche's fourth bullet, he indicates that by virtue of the fact that he did not get promoted, this action prevented four other employees from upward mobility. It would be my opinion that any manager select the individual they believe is the best suited and best qualified for any vacant position. Consequently, at this point, no one knows whether or not four other individuals would or would not ever have been promoted.

In Mr. Roche's fifth bullet, he states that his Department unfortunately feels it does not have to communicate with its employees. Mr. Roche did not give me any other examples of this other than his own experience.

The rest of Mr. Roche's letter states that he has lost future earnings and retirement benefits due to not being promoted. He further states that by not promoting from within a department, it hurts morale. He also states that this was the first position he had applied for in sixteen years and that this is an excellent example of age discrimination.

9

December 26, 2003

In speaking with Mr. Bowen and Mr. Chabot, their primary focus in filling the Utility Inspector positions was to select individuals with formal education in Engineering. Mr. Roche has not continued his education in the field of engineering and therefore was not considered as good a candidate as the individuals who actually received the jobs.

The fact that Mr. Roche has not applied for any vacant positions for sixteen years and as such is impacting on his salary and retirement does not lead me to conclude that he has put any energy into moving up the ladder within the Waterworks Department. His age would appear to be irrelevant as well. The fact is that the other candidates are more appropriately educated for these positions. When one is employed at any organization, there are no guarantees for promotions. It is the responsibility of the individual to be the employee that management wants to promote due to their work performance and continued education in that profession.

In conclusion, the management of Waterworks did not violate any contract, Ordinance or other law when they did not select Mr. Roche for a Utility Inspector II position. As I stated earlier in this letter, I am of the opinion that Mr. Chabot should have told Mr. Roche in early July that he was not going to be formally interviewed due to his educational background.

I would be happy to answer any other questions that the Committee may have.

Sincerely,

Virginia A. Lamberton  
Human Resources Director

Cc: Tom Bowen, Director  
Mike Roche

9

12/2/03-Tabbed  
+ ref. #0 HRC to  
review.

To the Board of Mayor and Aldermen of the City of Manchester:

The Committee on Community Improvement respectfully advises, after due and careful consideration, that it has referred a proposal from the Public Works Department regarding a new Facilities Division to the Human Resources and Insurance Committee.

Respectfully submitted,

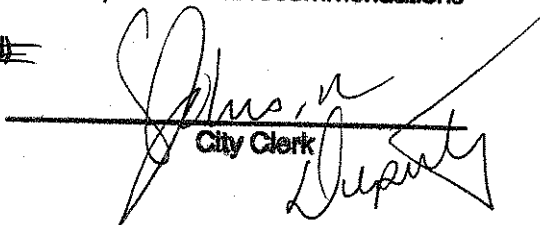


Clerk of Committee



At a meeting of the Board of Mayor and Aldermen  
held Oct. 7, 2003 on a motion of Ald. O'Neil  
duly seconded by Ald. Smith the report  
of the Committee was accepted and its recommendations

(adopted) ~~(denied)~~

  
City Clerk

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9/9/03 Handout

PROPOSED  
FACILITIES DIVISION  
DEPARTMENT OF PUBLIC WORKS  
September, 2003

The City of Manchester continues to experience a significant amount of City owned building construction and rehabilitation work. Presently, these projects can be originated and/or carried out to completion by any department in the City, even though they may not have the time or the proper expertise. In some cases, this has resulted in under estimating the cost of the project, inflated project costs to get the top of the line and project delays. Attention to the standardization of structural or mechanical components ultimately leading to reduced long term maintenance costs are often not given proper consideration. As a result, Alderman O'Neil asked that we develop a proposal to address these issues utilizing our existing capabilities as a base.

As a result, we recommend changing our Building Maintenance Division (BMD) to a Facilities Division responsible for both maintenance activities and capital projects. (See attached Proposed Organizational Chart.) We would propose to accomplish this by creating a Chief Facilities Engineer Position, Grade 25 to head up this new division. We would further propose that this position is awarded to our existing Facilities Engineer, Grade 22, Mr. Tim Clougherty based on his excellent proven qualifications and abilities.

The Building Maintenance Superintendent will continue to supervise the daily maintenance operations of this new Facilities Division under the general direction of the Chief Facilities Engineer.

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All City building construction and reconstruction projects will be administered through the Capital Projects side of the new Facilities Division with close direct involvement of the Chief Facilities Engineer. The existing Building Program Supervisor, Grade 17 will shift from the maintenance side to the capital side, which will better match his duties and responsibilities and will complement these new operations. Two new positions will be initially created to round off the capital projects side of the Facilities Division. One will be a Facilities Engineer, Grade 21 who will act as a project manager and as an assistant to the Chief Facilities Engineer. The second position would be that of a Clerk of the Works, Grade 17. The primary function of this position would be to provide construction oversight.

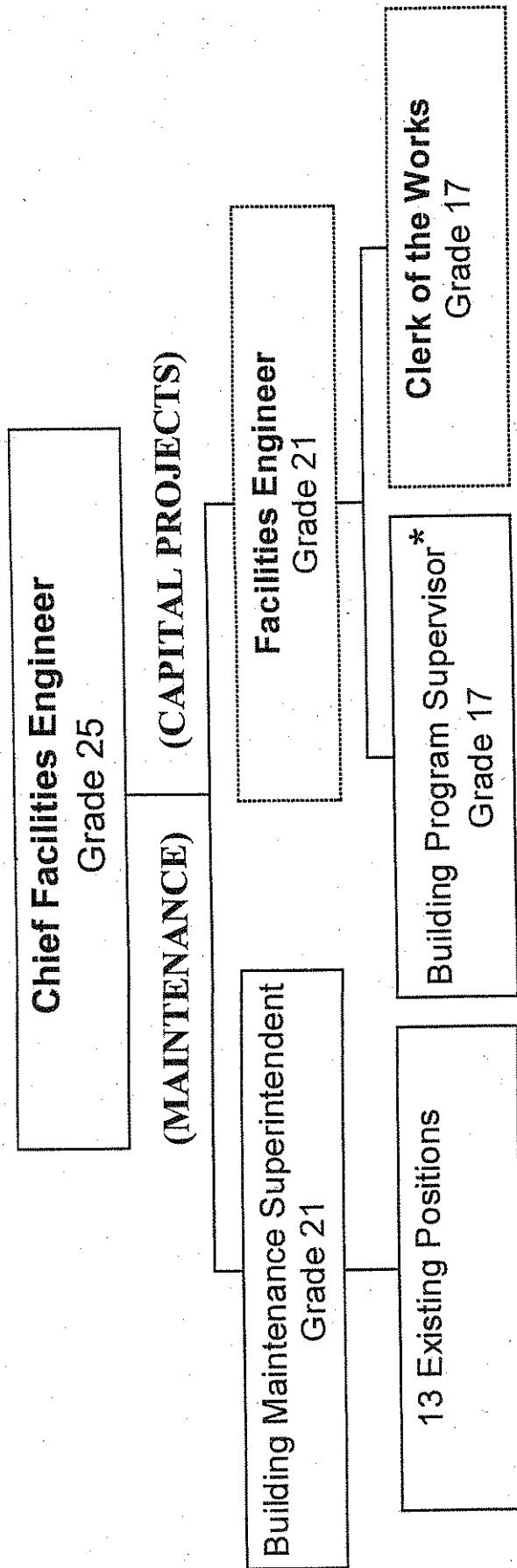
It would be our intent to charge actual salary costs to capital projects offsetting the cost of these expanded services. (These charges would come back as revenues in the future.) If this proposal is accepted in FY04, we could start implementing the restructuring by creating the Chief Facility Engineer Position. Our existing operating budget along with direct labor charges to capital projects can fund the additional cost of this position now. Other proposed positions can also be created now if we can show that their salary costs can be charged off to various projects. In FY05, we would anticipate that these new positions would be funded in our operating budget and any labor charges would be identified as offsetting revenues.

Implementation Cost:

Facility Engineer to Chief Facilities Engineer, Grade 25 =	\$ 8,441
Facility Engineer, Grade 21 =	\$45,694
Clerk of the Works =	\$34,860
Salary Total =	\$88,995
Benefits @ 35% =	\$31,148
Total =	\$120,143

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# FACILITIES DIVISION



\*Existing position re-assigned from maintenance section